Manage Projects and Bid & Proposal Implementation

Dennis Hines
412TW/DR

Change Leadership Council

4 June 2001

Overview

- Reengineering Team
- Accomplishments
- Provide Status Update on:
  - Bid and Proposal (B&P) Process Implementation
  - Manage Projects (MP) Process Implementation

Reengineering Team

- Kelly Adams – Design Lead
- Chuck Irving – Implementation Lead
- Linda Harrison
- Michelle Beauchamp
- Karl Lewis
- Craig Hatcher
- Don Butzke
- Tim Chalfant
- Debra Erdman

Accomplishments

- Stood up DR Directorate
  - 121 Positions (106 perm, 15 overhires)
  - 183 FTEs Involved with Old Process (350 people)
  - Selected Personnel for Portfolio Manager Positions and T&E Proposal Manager
- Surveyed Customers on PID/SOC Process
- Completed Assessment of TW Work
- Developed Test Project Work Breakdown Structure (WBS)
- Finished Initial Process Designs
- Completed Process Implementation Plans

Implementation Plan

GENERAL APPROACH

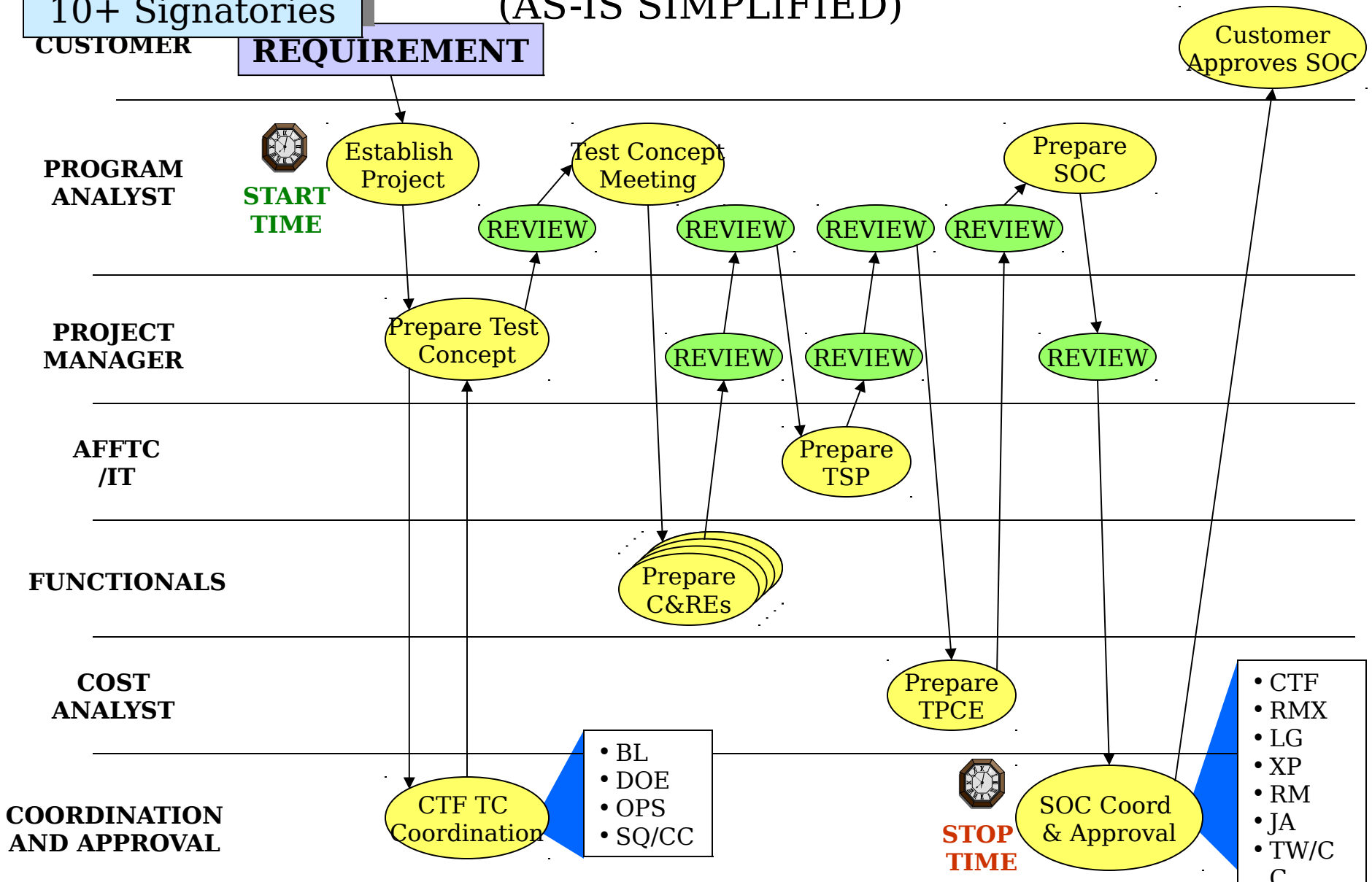
- Implement Process Releases Incrementally
- Bring in Experts
- Use COTS Software
- Develop a Cadre of Core Experts to Help Make the Change Endure
- Use Simulations and Prototyping to Identify and Resolve Specific Logistical and Organizational Issues
- Provide *Timely* Training and Professional Development
- Do Not Wait on Enterprise Business System (EBS), but Work Closely With Them to Reduce Scrap and Rework

PID/SOC Process

(AS-IS SIMPLIFIED)

Process = 300+ Steps
16+ Handoffs
10+ Signatories

Average Time = 60 Days

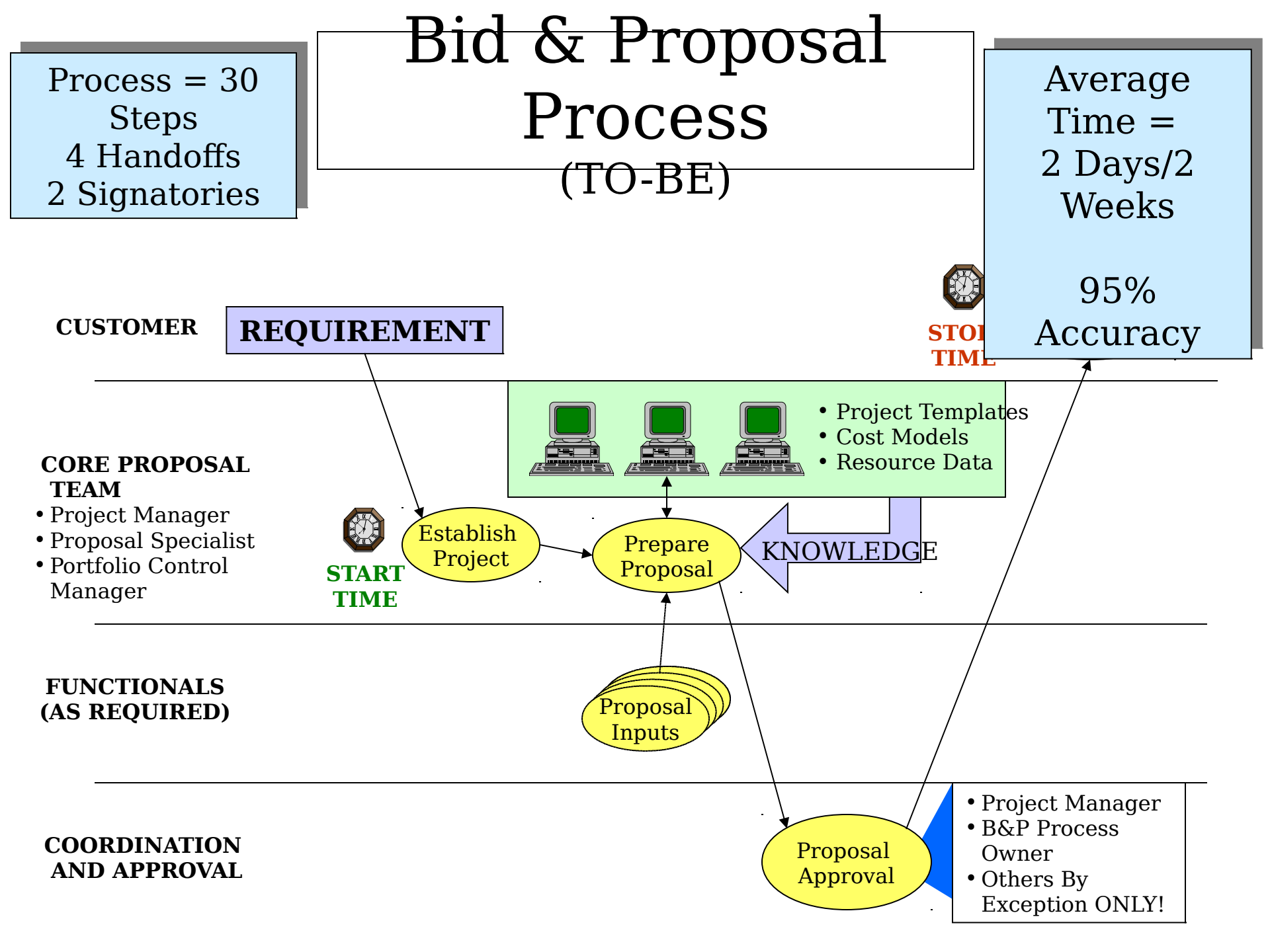


Bid & Proposal Process
(TO-BE)

Process = 30 Steps
4 Handoffs
2 Signatories

Average Time = 2 Days/2 Weeks

95% Accuracy



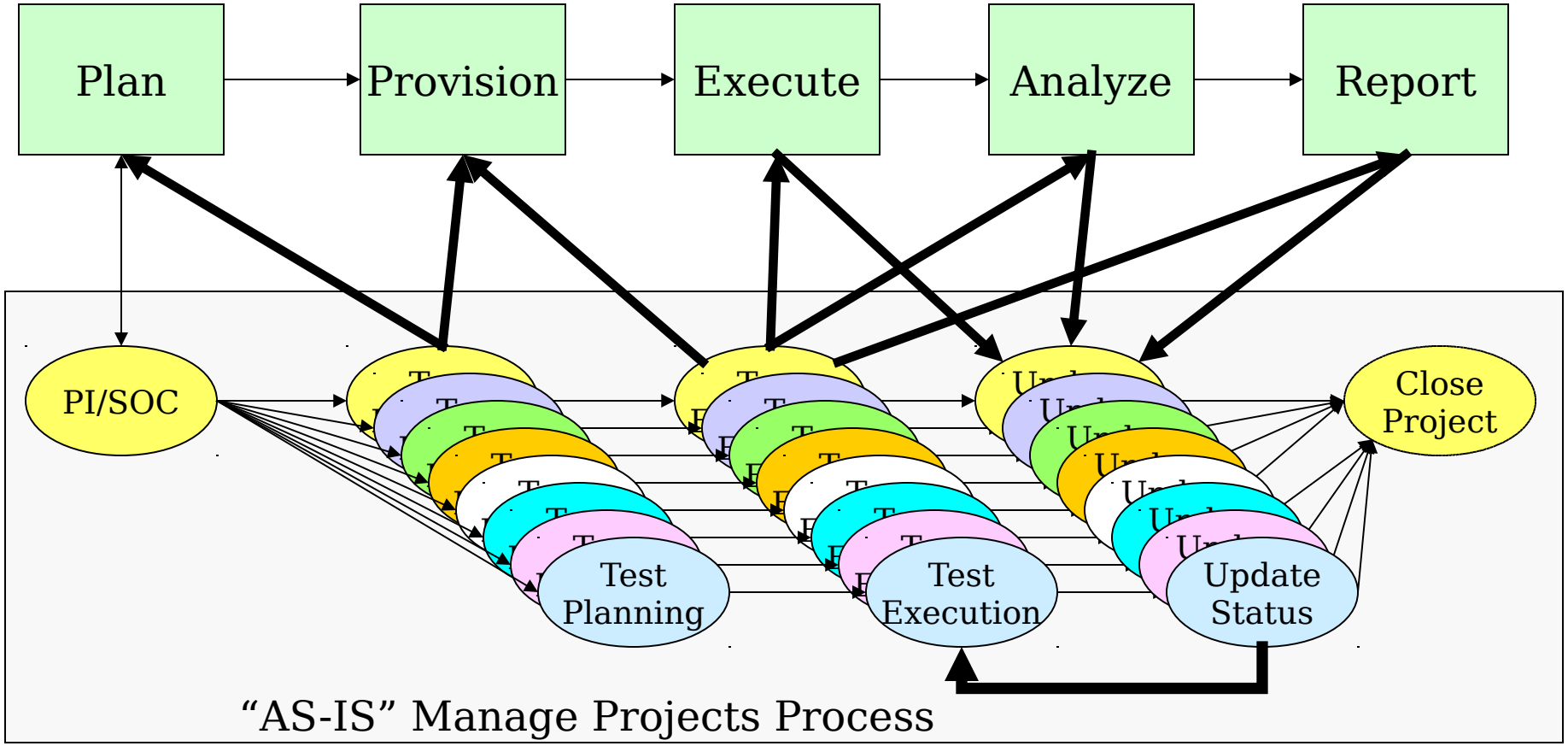
B&P Attributes and Expected Results

- Process Attributes:
  - Collocated, Trained Proposal Team
    - Efficient Use of Expertise When Required
  - Use of Models and Templates to Improve Quality
  - IT Enabled
- Expected Results:
  - 75% Reduction in Cycle Time
  - Higher Confidence in Customer Commitments
  - Increased Customer Satisfaction

B&P Release 1.0

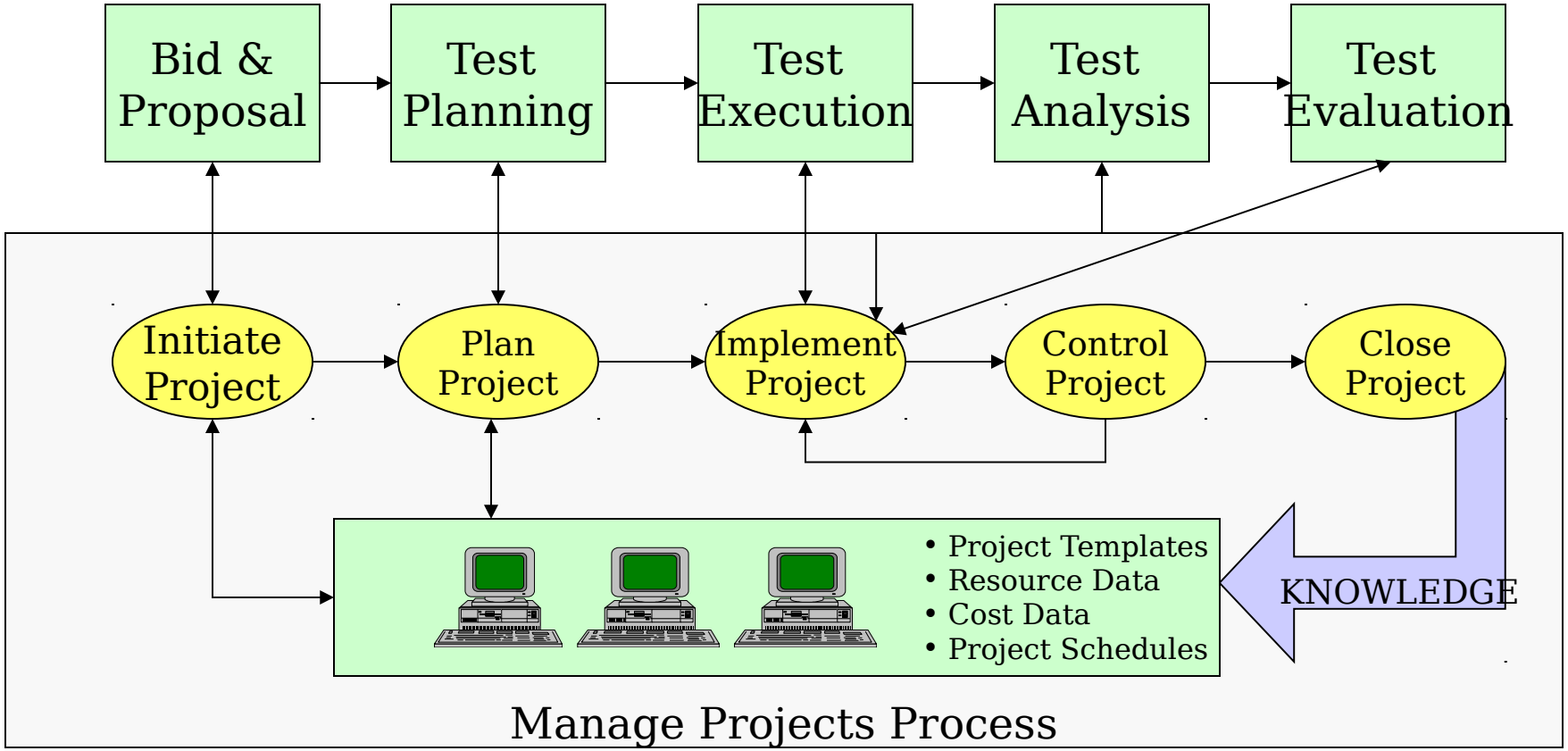
- Scope:
  - New Proposal Format
  - Cost Estimate Using Standard Project WBS
  - Define B&P Team Composition
  - New Process, Including Coordination and Approval
- Schedule:
  - Lab (June 15 - July 30): Use Completed Socs to Define, Build, Simulate, Test, and Refine the B&P Process Design
  - Prototype (August 1 - September 30): Validate Design in a Limited Scale but Real World Environment
  - Rollout (1 October, 2001 - June 30, 2002): Deploy the Process Into Full-scale Operation

Manage Projects Process
(AS-IS, SIMPLIFIED)



No Common Manage Projects Processes!!
Little Emphasis on Efficient Resource Planning or Utilization_

Manage Projects Process
(TO-BE)



One Common, Flexible Process!!!
Centralized Manage Projects Process Enables Maximum
Resource Efficiency Across Entire AFETC

MP Attributes and Expected Results

- Process Attributes:
  - Common Training
  - Career Track and Community of Practice
  - Common Technique (Critical Chain)
    - Standard Measurements and Control Rules
    - Synchronization of Projects
- Expected Results:
  - 95% Confidence for Cost, Schedule, Performance
  - Increased Project Throughput (~25%)
  - Increased Customer Satisfaction

MP Release 1.0 Schedule

- Scope:
  - Develop Standard Project Plans and Project Networks
  - Schedule and Assign Resources (Minimize Conflicts)
  - Track Project Task and Schedule Status Using a Standard Set of Project Measures and Metrics
- Schedule:
  - Lab (June 15 - July 30): Generate Potential Real-world Scenarios to Test Application of Process
  - Prototype (August - November): Apply Process and Tools to Four Test Programs in Actual Environment
  - Rollout (December, 2001 - November, 2002): Deploy the Process Into Full-scale Operation.

Summary

- New Processes are Coming
  - Lab and Prototype Efforts will be Launched Soon
- MP and B&P Process Implementation Working Together with EBS Effort
- New Processes will bring more than just standardization and change -- FOCUSED ON RESULTS!

BACK-UP

Implementation Plan

SCHEDULE

	FY01		FY02				FY03	
Bid & Proposal	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Customer Requirement Review Process	Launch							
New Proposal Format		Develop						
New SOC Approval Process		Develop						
Develop Cost Modeling Process	Study	Models	Launch					
New B&P Process Launch		Prototype	Revisions	Recurring	New			
PI Web Page			Develop	Launch				
Prepare Manage Projects								
Assign PM Process	Launch							
PM Training Program	Develop	Prototype	Launch →	→	→	→	→	→
Career Paths		Develop						
Perform Manage Projects								
Project WBS		Prototype	Launch					
CC Global Phase 1-2	Plan							
CC Prototype		Prototype						
CC Deployment by Portfolio			1-2	3-4	5-6	7-8		
Resource Management Deployment				Launch				
Cost Tracking Capability							EBS?	
Improve Manage Projects								
Project Template Development				Launch →	→	→	→	→
Customer Feedback Process			Develop	Launch →	→	→	→	→
CC Global Phase 6					Launch →	→	→	→
Project Assessment Process				Launch →	→	→	→	→
Process Assessment (MP and B&P)			Launch →	→	→	→	→	→
Process Improvement (MP and B&P)				Launch →	→	→	→	→

PI/SOC Numbers

Based on CY2000 Data

• Total SOCs	230
– Revisions	73 (43%)
– Recurring	43 (25%)
– New	55 (32%)
	Not Done - 59
• Complexity	
– Simple	87 (51%)
– Medium	50 (29%)
– Complex	34 (20%)

IMPLEMENTATION PLAN
The Next Few Months

- **B&P Prototyping**
  - New Project Proposal Format
    - Design and Simulation (May/June)
    - Portfolio Prototype (July-September)
  - New Approval/Coordination Process
    - Coordination with other organizations (May/June)
- **MP Prototype**
  - Prototype Preparation (May-July)
  - Prototype (August - October)
    - Four projects
    - Sixteen primary participants
    - Key Objectives: Prepare for Full Process Rollout

B&P Process Releases

- Release 1.0
  - New Proposal Format
  - Cost Estimate using standard project WBS
  - New Coordination and Approval Process
  - Define B&P Team Composition
  - New Process, including measures, roles & responsibilities, policies
- Release 2.0
  - B&P process supported by stand-alone critical chain and financial management tools
- Release 3.0
  - Provide customers with feasible and immune schedules